

## Appendix B - Action Plan Cross-Referenced to Items in the Implementation Plan

Action Plan	Implementation Plan	Milestones
<b><i>Action 1.1 Establish Direct Reporting from BHG to ER</i></b>		
1.1	2.1.A	Establish direct reporting relationship from BHG to ER.
1.1	2.1.A.1	Establish reporting roles and responsibilities for BHG and CH.
1.1	2.1.A.2	Define performance measures to be used in evaluating the effectiveness of the new reporting relationship between ER and BHG in managing the contractor.
1.1	2.1.A.3	Secretary of Energy will direct BHG to report directly to ER (when new contract is in place).
1.1	2.1.B	Decide on the long term reporting relationship of BHG.
1.1	2.1.B.1	Evaluate BHG reporting relationship using performance measures.
1.1	2.1.B.2	Decide on long-term reporting relationship of BHG.
<b><i>Action 1.2 Establish HQ-Brookhaven Management Council</i></b>		
1.2	2.1.C	Conduct quarterly reviews of BNL operations.
1.2	2.1.C.1	Conduct review of Brookhaven operations.
1.2	2.1.C.2	Conduct review of Brookhaven operations.
1.2	2.1.C.3	Conduct review of Brookhaven operations.
1.2	2.1.C.4	Conduct review of Brookhaven operations.
1.2	2.2.C	Establish HQ-Brookhaven Management Council and agree upon FY98 and FY99 funding priorities.
1.2	2.2.C.1	Hold first meeting of the HQ-Brookhaven Management Council.
1.2	2.2.C.2	Develop memorandum of agreement on role of landlords and tenants for BNL.
1.2	2.2.C.3	Reach agreement on recommendations for FY98 and FY99 funding for high-priority ES&H and infrastructure activities at BNL, including the continuing tritium remediation.
<b><i>Action 2.0 Establish a Corporate Budget Formulation and Execution Process for ES&amp;H and Infrastructure</i></b>		
2.0	2.4.A	Ensure adequate funding for ES&H and infrastructure maintenance/improvement activities by strengthening the budget formulation and execution process.
2.0	2.4.B	Establish FY1999 ES&H priorities within targets.
2.0	2.4.B.1	Complete discussions with sites to assess adequacy of planned funding for significant risks and high-priority ES&H activities.
2.0	2.4.B.2	BNL/HQ Management Council will review BNL site-wide priorities for ES&H infrastructure, and general plant projects; incorporate into program budget requests as needed.
2.0	2.4.B.3	CR and EH will compare ES&H Management Plan data to FY 1999 Program Budget formulations; provide feedback to affected program offices.
2.0	2.4.C	Develop process to track the execution of ES&H budgets across programs and funding mechanisms.

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2.0	2.4.C.1	Begin meeting and field with HQ representatives to identify and evaluate improvements to the execution tracking currently provided through the ES&H Management Planning process.
2.0	2.4.C.2	CR and EH will finalize ES&H execution tracking process and issue direction for implementing the process.
2.0	2.4.D	Expand the ES&H budget formulation and execution tracking processes to include all infrastructure elements.
2.0	2.4.D.1	Complete discussions with FM and ER on how to expand the ES&H budget formulation and execution tracking processes to include other infrastructure elements.
2.0	2.4.D.2	Complete plans and recommendations for expansion of budget formulation and execution tracking process to other infrastructure elements, if appropriate.

***Action 3.1 Establish ER Associate Director for Laboratory Operations and ES&H***

3.1	2.2.A	Establish ER Associate Director for Laboratory Operations and ES&H.
3.1	2.2.A.1	Discuss ER reorganization with Union.
3.1	2.2.A.2	Develop mission and functions of the Office of Laboratory Operations and ES&H and provide to the Union for review.
3.1	2.2.A.3	Approve the mission and function statement and implement ER reorganization.
3.1	2.2.B	Establish ER corporate focus on ES&H and infrastructure.
3.1	2.2.B.1	Develop proposed expectations for ES&H performance in the ER science programs.
3.1	2.2.B.2	The Director of Energy Research will assign expectations for ES&H performance to each of the Associate Directors.
3.1	2.2.B.3	Develop plans for regular formal review of ES&H performance measures used by ER laboratory contractors.
3.1	2.2.B.4	Develop set of ER HQ roles and responsibilities for ES&H and infrastructure applicable to all ER laboratories.
3.1	2.3.A	Provide training for ER program managers and staff to ensure that ES&H is given appropriate management attention.
3.1	2.3.A.1	Identify ES&H training needs for ER program staff.
3.1	2.3.A.2	Complete initial ES&H training for ER program staff.
3.1	2.3.A.3	Complete new ES&H training requirements for ER program staff.

***Action 3.2 Benchmark ER Labs vs. Industry and other Government Labs***

3.2	2.1.D	Conduct benchmarking study of management, budget, and business infrastructure systems.
3.2	2.1.D.1	Complete planning phase of benchmarking study.
3.2	2.1.D.2	Complete data collection phase of benchmarking study.
3.2	2.1.D.3	Complete analysis phase of benchmarking study.
3.2	2.1.D.4	Complete benchmarking action phase, develop implementation report.

***Action 4.0 Change the ES&H Management culture of DOE and BNL***

Action Plan	Implementation Plan	Milestones
4.0	2.3.B	Provide training for BHG and BNL personnel for the development of Integrated Safety Management and Work Smart Standards.
4.0	2.3.B.1	Conduct Integrated Safety Management Workshop at BNL.
4.0	2.3.B.2	Offer three training courses on Integrated Safety Management and Work Smart Standards.
4.0	2.5.A	Ensure appropriate identification of safety standards and requirements through participation in the Work Smart Standards process.
4.0	2.5.A.1	Energy Research will provide representatives to serve as members of the Convened Group and the Confirmation Team as part of the Work Smart Standards process.
4.0	2.5.A.2	The Director of Energy Research will approve the final set of Work Smart Standards since BHG will be reporting directly to ER.
4.0	2.8.A	Obtain public input in planning for improved management of BNL.
4.0	2.8.A.1	Draft Action Plan released for public comment.
4.0	2.8.A.2	Public comments on Action Plan received and evaluated.
4.0	2.8.A.3	Final Action Plan, incorporating public comments, released to public.
4.0	4.1.D	Conduct an organizational culture survey at BNL to baseline management culture change.
4.0	4.1.D.1	Complete data collection for organizational culture survey.
4.0	4.1.D.2	Issue results of organizational culture survey.
4.0	4.5.A	BHG will work with BNL to implement an Integrated Safety Management System.
4.0	4.5.A.1	Work with ER and BNL to plan, coordinate, and conduct an Integrated Safety Management workshop for ER, BHG, and BNL senior management personnel.
4.0	4.5.A.2	Conduct a series of planning meetings with BNL management to determine the ISM path forward strategy. (8/1/97 - 9/15/97)
4.0	4.5.A.3	Approve Integrated Safety Management System Plan.
4.0	4.5.A.4	Issue an ISM activity implementation schedule including the initiation of the Work Smart Standards process.
4.0	5.1.A	Enhance leadership at BNL with management changes and a new Leadership Council.
4.0	5.1.A.1	Appoint BNL Interim Director/Deputy Director.
4.0	5.1.A.2	Form BNL Leadership Council.
4.0	5.1.A.3	Develop BNL Leadership Council procedure.
4.0	5.1.B	Develop and implement the Management Systems Improvement Program (MSIP).
4.0	5.1.B.1	Complete initial WBS-based schedule for the MSIP.
4.0	5.1.B.2	Assign permanent MSIP Program Manager and staff.
4.0	5.1.B.3	Complete MSIP Management Plan.
4.0	5.3.A	Improve the training program for radiation control technicians.
4.0	5.3.A.1	Remove all RCTs whose training was not fully documented from performing Health Physics activities.
4.0	5.3.A.2	Develop task-specific checklist for RCTs to identify tasks for which they are qualified.

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4.0	5.3.A.3	Identify RCTs in need of additional training.
4.0	5.3.A.4	Develop oral board examination for qualification of RCTs.
4.0	5.3.A.5	First round of RCTs board certified.
4.0	5.3.A.6	Complete all training for RCTs whose training was not fully documented.
4.0	5.3.B	Develop a plan for construction safety review under a DOE/EH mentor program.
4.0	5.3.B.1	Develop plan for Construction Safety Review.
4.0	5.4.A	Implement an improved commitment and corrective action tracking system.
4.0	5.4.A.1	Complete beta test of CCATS Phase I.
4.0	5.4.A.2	Issue ES&H Standard on CCATS.
4.0	5.4.A.3	Complete Lab-wide deployment of CCATS.
4.0	5.4.A.4	Complete development of analytical tools for CCATS.
4.0	5.4.B	Review FY 98/99 ES&H priorities.
4.0	5.4.B.1	Initiate review of FY98/99 ES&H priorities.
4.0	5.4.B.2	ES&H Management Advisory Group reviews comments on FY98/99 ESH Prioritization.
4.0	5.4.C	Improve the priority assessment system.
4.0	5.4.C.1	Initiate review of prioritization methodology (Leadership Council Task Group).
4.0	5.4.C.2	Refine strategic goals and projects for ESHMAG.
4.0	5.4.C.3	Complete review of FY98/99 priorities.
4.0	5.4.C.4	Develop scope/schedule/resource needs for prioritization process redesign effort.
4.0	5.5.A	Develop the set of standards that are appropriate for the work conducted at BNL.
4.0	5.5.A.1	Stop work on the experiment involving exposure of chemist.
4.0	5.5.A.2	Occupational Medicine Clinic follows-up with chemist.
4.0	5.5.A.3	Chemistry Department reviews experiment prior to restart.
4.0	5.5.A.4	Instruct all Chemistry Department staff on a Laboratory policy for reporting and follow-up of work-related injuries and illness.
4.0	5.5.A.5	Chemistry Department modifies review mechanism for Laboratory Experimental Safety Reviews.
4.0	5.5.A.6	Laboratory issues Experimental Safety Review Standard.
4.0	5.5.A.7	Develop schedule and resource needs for WSS process.
4.0	5.5.A.8	Initiate WSS with BHG.
4.0	5.5.A.9	Complete WSS.
4.0	5.6.A	Improve work planning processes related to electrical safety and identify gaps in other work planning processes.
4.0	5.6.A.1	Cease all "working hot" at the NSLS.
4.0	5.6.A.2	Management meet with staff to reemphasize the responsibility to work safely.

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4.0	5.6.A.3	Assign electrical supervisor to review next day's planned work with lead electrician to improve electrical safety planning.
4.0	5.6.A.4	Develop staffing strategy to improve supervision and work planning for assigned electricians.
4.0	5.6.A.5	Purchase personal protective equipment to facilitate working hot.
4.0	5.6.A.6	Issue a memorandum of understanding to clarify supervisory responsibilities for labor assigned to another organization and the responsibilities for work planning and safety.
4.0	5.6.A.7	Provide electrical safety training for Plant Engineering electricians.
4.0	5.6.A.8	Review and revise BNL ES&H Standard on Electrical Safety.
4.0	5.6.A.9	Inventory and document existing work planning processes and identify gaps.
4.0	5.6.B	Improve the self-assessment program.
4.0	5.6.B.1	Establish Assessment Improvement Team.
4.0	5.6.B.2	Assessment Improvement Team prepares enhanced SA Proposal.
4.0	5.6.B.3	Assessment Improvement Team develops SA program plan, procedures, guidance, etc.
4.0	5.6.C	Work with BHG and EPA staff on environmental reviews of BNL processes.
4.0	5.6.C.1	Facility Review Phase I Draft Report.
4.0	5.6.C.2	Complete review of Phase I Report.
4.0	5.6.C.3	Facility Review Phase II Draft Report.
4.0	5.6.C.4	Complete review of Phase II Report.
4.0	5.6.C.5	Issue Facility Review Phase I Report.
4.0	5.6.C.6	Issue Facility Review Phase II Report.
4.0	5.8.A	Strengthen the communications infrastructure.
4.0	5.8.A.1	Conduct BNL staff training communication skills.
4.0	5.8.A.2	Develop draft HFBR Communication Plan with BHG.
4.0	5.8.A.3	Brief local elected officials of Suffolk County.
4.0	5.8.A.4	Draft BNL communication improvement plan.
<b>Action 5.1 Expand Participation in EPA Environmental Evaluation</b>		
5.1	4.4.D	Expand participation in EPA Environmental Evaluation.
5.1	4.4.D.1	Initiate discussions with EPA on scope of Phase II and Phase III Environmental Evaluations.
5.1	4.4.D.2	Hold DOE/BNL/EPA planning meeting on Phase II and Phase III Audit Plan.
5.1	4.4.D.3	Complete agreement with EPA on Phase II and III evaluations.
<b>Action 5.3 Institutionalize Public Participation Through Formal and Informal Channels</b>		
5.3	4.8.A	BHG will participate in a public participation initiative to determine stakeholder preferences for additional forums for public participation and make recommendations for implementation.
5.3	4.8.A.1	Conduct public meetings to assess community leaders preferred formats for community involvement.

<b>Action Plan</b>	<b>Implementation Plan</b>	<b>Milestones</b>
5.3	4.8.A.2	Battelle Memorial Institute completes interviews with key Brookhaven stakeholders and makes recommendations on increased public involvement opportunities.
5.3	4.8.A.3	DOE and BNL make joint decisions about which recommendations on increased public involvement opportunities it will implement.
5.3	4.8.A.4	Issue final plan for community involvement.
5.3	4.8.A.5	All recommendations on increased public involvement opportunities that have been accepted will be implemented.
<b><i>Action 5.4 Conduct Benchmarking for Community Participation</i></b>		
5.4	3.8.B	Conduct benchmarking for community participation.
5.4	3.8.B.1	Develop benchmarking conference plan to discuss with ER, BHG, and selected DOE and laboratory communications directors.
5.4	3.8.B.2	Identify participating organizations for the benchmarking conference.
5.4	3.8.B.3	Invite selected organizations to make presentations at the benchmarking conference and coordinate participation.
5.4	3.8.B.4	Conduct benchmarking conference.
<b><i>Action 5.5 Include Public Participation and Input in Selection of a Contractor for BNL</i></b>		
5.5	3.8.A	Manage the acquisition of a new contractor with clear expectations regarding operations.
5.5	3.8.A.1	Obtain public input for the procurement process.
5.5	3.8.A.2	Issue Strategic Solicitation Plan.
5.5	3.8.A.3	Hold workshops on the Strategic Solicitation Plan.
5.5	3.8.A.4	Provide opportunity for employee concerns to be presented to prospective offerors.
5.5	3.8.A.5	Incorporate public comments and issue Request for Proposal.
5.5	3.8.A.6	Respond to public comments on the procurement process.
5.5	3.8.A.7	Hold pre-proposal conference.
5.5	3.8.A.8	Coordinate announcement of selection of new contractor with public officials and employees.
5.5	4.8.B	BHG will obtain BNL worker and public input for proposal criteria for the new contract.
5.5	4.8.B.1	Conduct meeting with BNL employees on how to participate in the process to obtain input for proposal criteria.
5.5	4.8.B.2	Conduct meeting with the public on how to participate in the process to obtain input for proposal criteria.
5.5	4.8.B.3	Receive comments from the public on the Strategic Solicitation Plan.
<b><i>Action 6.0 Involve the Local and Scientific Communities in Deciding the Future of the High Flux Beam Reactor</i></b>		
6.0	2.8.B	Obtain public input to the HFBR restart decision.
6.0	2.8.B.1	The Basic Energy Sciences Advisory Committee evaluates restarting the HFBR.
6.0	2.8.B.2	The Basic Energy Sciences Advisory Committee recommends whether or not to restart the HFBR.

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6.0	2.8.B.3	BHG conducts open meetings to hear the public's views on HFBR restart.
6.0	2.8.B.4	Input on HFBR restart from the new BNL contractor is received.
6.0	2.8.B.5	A recommendation on HFBR restart is made to the Secretary of Energy.